



Missouri Department of Revenue

Version: 07/2021 – Fiscal Year 2022

MISSOURI DEPARTMENT OF
REVENUE

ASPIRATION

To provide *every* customer the best experience *every* time.

THEMES

Embed Transformational Purpose

Encourage team members to take personal ownership of our vision and understand how they support its delivery.



Integrity

Focus on Service Culture

With every action, demonstrate our passion for serving Missouri's citizens, businesses and communities.



Service

Team Member Recognition and Engagement

Foster a positive, engaging work environment for all team members while ensuring those who deliver at the highest levels and uphold our values are recognized for their efforts



Respect

Partnerships

Establish partnerships with public and private entities to provide expanded services and resources to Missouri's citizens, businesses and communities.



Community

IT Roadmap

Develop an IT strategy that facilitates continued modernization and improves the overall customer experience.



INITIATIVES

Shifting Culture:

Equip frontline team members with the tools to drive staffing decisions.

Optimize Call Center Functions:

Create a business proposal demonstrating that call centers can meet customer expectations in a flexible and alternative work arrangement environment.

Increase Tableau Knowledge and Usage:

Provide the necessary training, tools, and support to develop team members' knowledge and usage of Tableau so that they can ask better questions to achieve better results.

Capture and Accuracy Rate:

Improve capture and accuracy rate to 85% on all taxation forms scanned with IBML scanners.

Reduce Unneeded Correspondence:

Develop a plan to reduce unneeded correspondence to reduce phone calls and solidify quality.

Improve Online Services:

Research and implement new ways to provide the customer with the best online electronic experience possible, and promote those services.

Online Driver License Program:

Design, develop, and implement an online driver license renewal portal, and implement a digital driver license program.

DOR Library/DOR Pedia:

Develop an intranet page where DOR knowledge information will be posted for quick reference.

Diversity:

Continue to create a thriving, diverse culture to attract and retain talent.

Broaden Onboarding Process:

Analyze and enhance the current onboarding process for MVDL.

Process Improvement:

Identify and execute process improvements to gain efficiencies.

Retention of Team Members:

Improve retention of lawyers and auditors.

DOR Leadership Academy:

Develop a plan for a new DOR Leadership Academy.

Relationships with OA Division of Purchasing:

Foster greater partnership with OA Division of Purchasing in procurement process.

Mail-In Processing Office (MIPLO):

Identify a vendor and implement MIPLO to eliminate backlogs and enhance customer service.

Partnership with General Assembly:

Ensure DOR creates and fosters strategic partnerships with the General Assembly & other government agencies.

Report Management System (RMS) Transition:

Implement the RMS from Lotus Notes to the Computer Aided Report Entry (CARE) system for the Compliance and Investigation Bureau.

Modernization and Integration:

Begin the development of the modernization and integration of the MVDL program and systems.

One-Stop-Shop Missouri Business Portal:

Research information for a one-stop-shop online portal that allows customers to set up a new business in Missouri.



Missouri Department of Revenue



MEASURES

By June 30, 2022, confirm that all frontline team members are equipped to make staffing decisions.

By June 30, 2022, monitor and track the number and type of calls answered per agent to show the effectiveness of the call center team.

By June 30, 2022, measure performance of internal team members in order to gain efficiencies, recognize success and remediate deficiencies with the use of Tableau and data.

By June 30, 2022, improve capture and accuracy rate to 85% on taxation forms scanned to eliminate unnecessary work.

By June 30, 2022, reduce incoming correspondence by 20%, focusing on reducing unnecessary correspondence, all of which will reduce phone calls.

By June 30, 2022 improve and promote online services so customers have the best experience every time.

By June 30, 2022, measure Mobile ID (mID) enrollments and remote applications, resulting in reduction of in-person and mail-in applications.

By June 30, 2022, implement the DOR Pedia to promote consistent information to team members and customers.

By June 30, 2022, work towards building a diverse team to make DOR the most sought after place to work.

By June 30, 2022, implement a new onboarding and training process for team members to enhance role clarity.

By June 30, 2022, identify four process improvements and ensure each project has a measure in order to gauge if the project was successful.

By June 30, 2022, devise a plan to improve retention for top licensed professionals to enhance the DOR team.

By June 30, 2022, create a plan and present a proposal to implement the DOR Leadership Academy to enhance team member professional development.

By June 30, 2022, collaborate with OA Division of Purchasing to ensure all license office contracts are rebid and awarded by the original contract expiration date.

By June 30, 2022, work with the awarded vendor to open, train and optimize MIPLO to enhance customer service and realize efficiencies.

By June 30, 2022, have three Legislators share something positive about DOR monthly.

By June 30, 2022, implement and gather feedback on system accuracy and issues from the RMS and implement system for agent use.

By June 30, 2022, track and optimize the \$2 million dollars spent for the modernization and integration project.

By June 30, 2022, implement a plan to rollout full citizen portal including identity management.